

Focus Group Presentation

Welcome back Focus Group Members!

- Thank you for your time and input as we work to update the Greensboro Minority and Women Business Enterprise Program
- Today, we'll share what you said and let you know what we will recommend.

Today's Topics

Objectives

- Share comments and feedback from September Focus Groups
- Provide business leaders and community stakeholders with the recommendations of the MWBE Community Relations Steering Committee that have been developed based on Focus Group input

Topics

- Review the background leading to the Minority and Women Business Enterprise (MWBE) Program Recommendations for Historically Underutilized Businesses (HUBs)
- Review the feedback from the September Focus Groups
- Provide the MWBE Community Relations Steering Committee's recommendations developed based on your feedback

Disparity Study Background

- Study conducted this year and presented to the City in June 2012
- Shows a **substantial disparity** between utilized Minority and Woman Business Enterprises (MWBEs) and the available MWBE firms in our region.
- A substantial disparity was documented because a utilization rate below 80% of available MWBE firms has occurred in City of Greensboro contracting programs between 2005-2010.
- The 2012 Disparity Study can be viewed online
 - www.greensboro-nc.gov/disparitystudy

Disparity Study Results

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Non-DBE Construction at the Prime Level					
African Americans	\$198,310	0.21%	12.37%	1.74	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	N/A	N/A
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$2,637,505	2.85%	10.75%	26.55	* Underutilization
Total MWBE Firms	\$2,835,814	3.07%	23.12%		
DBE Construction at the Prime Level					
African Americans	\$8,688	0.03%	12.37%	0.23	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	N/A	N/A
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$783,461	2.54%	10.75%	23.67	* Underutilization
Total MWDBE Firms	\$792,149	2.57%	23.12%		
Professional Services Firms					
African Americans	\$262,283	0.80%	8.58%	9.33	* Underutilization
Hispanic Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	\$394,677	1.20%	6.17%	19.54	* Underutilization
Total MWBE Firms	\$656,960	2.01%	15.28%		
Procurement Firms					
African Americans	\$3,968,129	3.04%	6.72%	45.25	* Underutilization
Hispanic Americans	\$90,706	0.07%	0.43%	16.38	* Underutilization
Asian Americans	\$393,394	0.30%	0.09%	355.30	Overutilization
Native Americans	\$432,176	0.33%	0.34%	97.58	Underutilization
Nonminority Women	\$1,596,735	1.23%	3.83%	32.05	* Underutilization
Total MWBE Firms	\$6,471,140	4.97%	11.40%		

MWBE Community Relations Steering Committee

Appointed in August 2012 by City Manager

- Responsible for developing recommendations from the Disparity Study and Focus Groups and bringing recommendations to the City Council
- Ensures engagement of business leaders and other community stakeholders in all aspects of the process

Focus Group Feedback Recommendations

- Steering Committee has taken the feedback from the Focus Groups and created recommendations to help address key issues

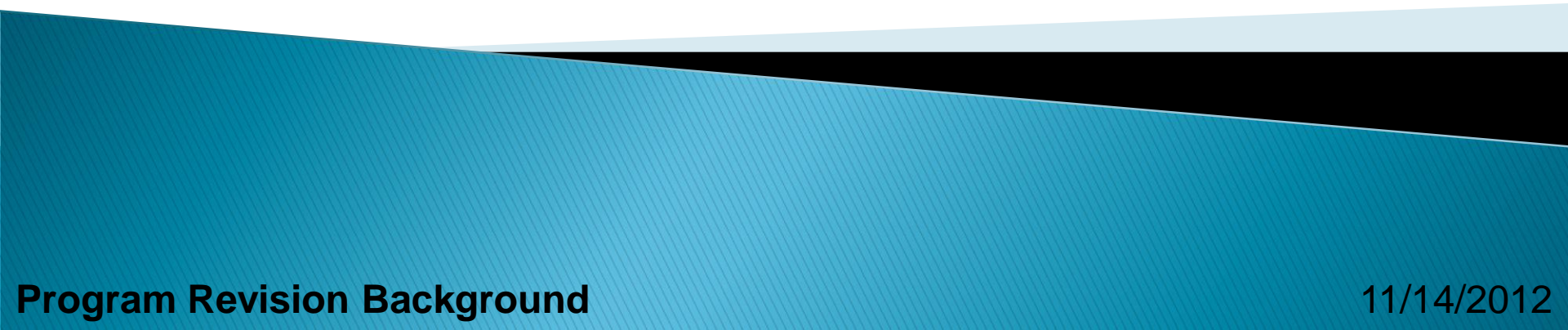
Focus Groups

Five Public Focus Group Meetings Held Over Two Weeks

- Coordinated by City Departments
- 43 Registered Participants
- Over 300 constructive comments were reviewed by the MWBE Community Relations Steering Committee

Final Focus Group Session – What You Told Us

- Steering Committee will update the Focus Group participants today on the process, the current results, and the upcoming City Council Meeting



Focus Group Feedback

Questions Answered:

- What works?
- What's not working?
- Resources needed?

Focus Group Feedback

Emerging Themes

- Access
- Accountability
- Advocacy
- Awareness
- Business Development Assistance
- Certification
- Communication
- Data Management
- Database Design
- Education
- Marketing
- Networking
- Outreach
- Partnership
- Performance Evaluation
- Performance Growth
- Program Design
- Program Management
- Resource Needs
- Resources
- Web Technology

Focus Group Feedback Analysis

Focus Group Themes	Questioned Asked	What Resources Needed?	What's Not Working?	What Works?	Grand Total*
Access	2	5	6		13
Accountability		11	4	2	17
Advocacy		1		1	2
Awareness		1			1
Business Development Assistance		17	3	4	24
Certification		3	6	2	11
Communication		3	8	1	12
Data Management	2	16	10		28
Database design				1	1
Education		5		1	6
Marketing		2			2
Networking		3		1	4
Outreach		2		3	5
Partnership (UNCG Program)				1	1
Performance Evaluation		2			2
Performance Growth				1	1
Program Design	3	37		2	42
Program Management	2	4	26	8	40
Resource Needs		2			2
Resources				3	3
Web Technology		7			7
Total	9	121	63	31	224

Notes & Observations on Focus Group data

- Of the three questions participants were asked, "What resources are needed ?" received the highest response
- Business Development Assistance resources are high on the list of needs
- "What's Not Working" received the next highest response
- The top 3 "What's Not Working?" areas included Data Management, Communication and Program Management
- Program Design & Program Management were highest focus areas and included themes like Outreach and Certification.
- Most comments were on an administrative level, not on the policy level.
- 224 unique comments (of over 300 total comments) are represented. 9 of those comments were questions vs. answers

You told us: What Would Work

We need to strive to achieve the following:

Program Management

- Better Commitment of Staff
- Greater Outreach
- Increased Teamwork

Business Development Assistance

- Focus on economic development
- Greater commitment to work with individuals

Outreach

- Networking Opportunities
- More Focus Groups Meetings to get continuous feedback
- Improve relationships with Staff

What Has Not Worked?

Program Management

- Contractors have issues accessing information through State HUB database
- Contractors need to be ranked on utilization performance to promote fair process
- Strong accountability system needed

Data Management

- City system lacks centralized and updated software system
- HUB database does not easily identify qualified certified contractors

Communication

- Inconsistent and insufficient communication from City about MWBE Program changes
- Lack of timely communication about bid opportunities

Accountability

- Ensure MWBE utilization rates are maintained on contracts

What Resources Are Needed?

Program Design

- SBE (Small Business Enterprise) Program
- Construction Manager at Risk Program
- Joint Ventures
- Improve Good Faith Process
- Budget

Business Development Assistance

- Bonding and Insurance Assistance
- Financial Resources
- Relationship development
- Increased access to plans at public libraries
- Provide networking and training opportunities with staff and contractors

Data Management

- Rank prime contractors by utilization
- Report on utilization
- Post available contracts on web

Accountability

- Increase monitoring of timely payment
- Rating contractors on performance

Outreach

- Require outreach session with prime contractors

Resource Needs

- Dedicated funding for SBE/MWBE Program
- Dedicated staff point of contact

MWBE Community Relations Steering Committee Recommendations

- **The MWBE Community Relations Steering Committee has carefully studied all input and to date has come up with the following draft recommendations**
- **Final recommendations of the Committee will be submitted to the City Council on December 4, 2012 for their consideration**

Policy Objectives

- **Update Current MWBE Policy and Ordinance to reflect recommendations**
- **Develop a strong plan to help MWBEs and SBEs grow**
- **Establish comprehensive internal and external systems including communication and data management**
- **Evaluate the plan and the data regularly to seek continuous improvement and feedback**

Policy Development

- **Commercial Anti-Discrimination Policy**

- Mechanism for complaints to be filed against firms that discriminate
- Imposes sanctions on firms that discriminate
(ex: May bar violators from contracting)

- **Good Faith Effort Policy Component**

- Look at best practices from other federal or state programs
- Needs to be clearly defined and communicated
- Needs strong enforcement of requirements

Program Development

Committee Recommendations based on your feedback:

• Establish hybrid SBE/MWBE Program

- Legally defensible and will reduce the disparity
- Allows contracts to be set aside for small businesses under economic development
- Many MWBE firms can access set aside work through a SBE program

• Construction Sub-contracting Program

- Require contract language that promotes MWBE utilization
- Increase monitoring and enforcement on payment issues

• Construction Manager at Risk

- Use to dramatically increase MWBE/HUB utilization rates
- Provides dedicated MWBE/HUB Outreach resources

• Joint Venture Program

- Requires partnerships between diverse partners giving smaller firms experience on and access to larger projects
- Use components of Federal, State, or other successful model for Greensboro program development to dramatically increase MWBE utilization rates

Program Management

- **Outreach**

- Provide face to face networking and training opportunities
- Provide bidding opportunities for construction projects, professional, and other services on the web
- Expand access to construction plans

- **Data Management**

- Centralized MWBE/HUB vendor registration database
- Track and report MWBE/HUB utilization data and include utilization rates in contractor's performance ratings

- **Performance Measurement and Evaluation**

- Evaluate prime contractors by their utilization rates

- **Accountability through Monitoring and Compliance**

- Monitor closely prime and subcontractor utilization

- Monitor contract compliance and payment to sub-contractors

Resources and Communications

- **Access**

- Continue use of A&T Plan room and expand access by installing kiosks at several public libraries to view construction plans. Have library staff on hand to assist.

- **Accountability**

- Volunteer committee to monitor transparency and help increase utilization rates

- **Business Development Assistance**

- Provide workshops and networking opportunities
- Consider dual party payment option for contractors and sub-contractors
- Financial support (loans) for bonding, insurance

- **Certification**

- Require prime contractor certification and specify required goals
- Implement data management system to track prequalification of contractors

Resources and Communications

- **Community Engagement/Outreach**

- Designated MWBE City staff person to be responsible for engaging the MWBE community of contractors across contracting programs including construction, professional and other services, and purchased commodities
- Develop communication plan for alerting contractors in a timely manner about contracts, opportunities, deadlines, locations, program policies, procedures and staff contacts

- **Data Management**

- Develop an automated data system that includes a notification when sub-contractors are paid

- **Education**

- Educate all stakeholders on SBE/MWBE contracting requirements
- Clearly strengthen and define “good faith effort” requirements

- **Program Funding**

- Establish a fully supported SBE/MWBE program with appropriate funding

Next Steps

- **MWBE Community Relations Steering Committee to present final recommendations to City Council on December 4th**
- **The Committee will recommend that Council consider updating the current policy and ordinance in consideration of these recommendations**
- **Council can consider taking action to move the process forward to develop an updated program**
- **Updating the program in accordance with our recommendations may require legislative action from the General Assembly**

Conclusion

- **We recognize and extend appreciation to everyone who participated in this process:**
 - Focus Group Participants
 - Community Relations Steering Committee Members
 - City leaders and staff
- **We encourage Focus Group participants to attend the City Council meeting**
 - On December 4th at 5:30 pm in the City Council Chamber of the Melvin Municipal Office Building. Please let Council members know of your support of our recommendations.
- **We appreciate your continuous and collaborative efforts to move toward the goal of attaining a successful program**
- **Thank you!**

Question and Answers?

Comments?